DESIGN SENSE®

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The corporate image is in the beholder's eye, and hence, no company can fully control it. Like different lenses of a camera, different segments of the corporation's public see the company from a special viewpoint. And from the time that the corporation is in business, it has an image. When it projects conflicting impressions, its image too is distorted.

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What is successful communication?

It is the art of making oneself known, understood and liked.

For a corporation, public knowledge, understanding and liking is evident on the year-end balance sheets.

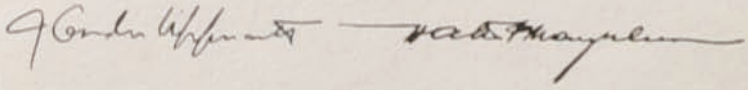
But with corporations as with individuals, successful communication is frequently impeded by lack of science and by a number of emotional and subjective blocks.

Thus management often tends to communicate in its terms rather than in the terms of the many publics with which it deals. And when management is financial-or-production-oriented, the consumer viewpoint and reactions are relegated to second place.

Why are corporate communications so often misunderstood?

Partly because of their great scope. Every contact between a corporation and any group or individual with whom it deals is part of the total corporate communications. It is the complexity and versatility of these contacts which lead to misunderstanding and confusion. It is very difficult for management to be equally adept in communicating with every one of the segments of its publics, unless it makes use of a scientific approach and system.

In order to explore some of the current thinking about various phases of corporate communications, we have devoted this entire issue to Corporate Communications and what they mean to you today.



NESTLÉ'S
Quik
delicious chocolate flavor
MIXES INSTANTLY WITH MILK
General Mills
Cheerios
NABISCO
DUTCH PRETZELS
AC
DC
OFF

Modern man (and the woman shopper too) is continuously assailed by an avalanche of communications. Which brands will stand out and be remembered at the point of sale?

CORPORATE ENDORSEMENT: ITS MARKET VALUE

To what extent should a corporation project itself into the marketing of its products?

Instead of answering this question in the abstract, apply it to this marketing puzzle:

- The Borden name is respected in the food industry.
- Recently, the Borden Company acquired a fabric house, a maker of soups and spices, and a producer of a seafood line.

Would the addition of the Borden name help the marketing of these products, which are remote from Borden's pre-merger activities?

Would the association of the Borden name with these diverse products lessen the impact of the endorsement upon the milk products with which Borden was originally identified?

Even within the Borden Company, these questions have not been resolved. Yet they are comparable to the problem of corporate endorsement facing the management of a growing number of companies every day. It is not surprising, therefore, that corporate endorsement is the cause of today's most heated marketing controversy.

To help management gain perspective and fresh insight into this problem, DESIGN SENSE has developed some new yardsticks for determining the market value of corporate endorsement.

Let us start by defining the term, corporate endorsement. This in itself is no mean task, since corporate endorsement is a fairly complex and sophisticated marketing concept. Therefore, there is frequent disagreement about its precise meaning. And, even within companies which use this approach to marketing, definitions abound.

For clarification, Lippincott & Margulies, Inc. has formulated its own definition:

Corporate endorsement is the visible and overt sanction or approval of individual products by their manufacturer as expressed through bold statements in all marketing communications from advertising to packaging.

In terms of market applications this means that, at one extreme of the corporate endorsement spectrum, the corporate name may actually become the brand name. This is true of General Electric, a classical and outstanding example of an integrated marketing approach.

At the opposite poll is the corporation which expects all of its products to stand on their own feet as individual brands. Procter & Gamble is usually cited as the prime example of this marketing philosophy, since it confines its corporate endorsement of brands to a brief introductory period when the soap giant lends it corporate name to new products to give them an initial competitive edge.

In trying to make their own decision on this subject, which might very well fall between the two extreme courses, marketing men are caught between multiple pressures:

- The increased competition in every industry makes it difficult for individual brands to stand out without intensive and continuous promotion.
- Simultaneously, the spiraling cost of communications makes it economically impossible for most multi-product manufacturers to adequately promote each individual brand.
- Many corporations have plunged into manufacture of totally unrelated products through post-War diversification mergers.

How do these realities of business life affect decisions about corporate endorsement? And, more importantly, how can corporate endorsement solve some of the problems generated by these conditions?

Here are some of the facts and views management must consider:

Competition: Every corporation today faces two major areas of competition: (1) the competition from all similar products; (2) increasing com-

petition for the attention of the consumer through all media of communications.

Under these circumstances, getting the consumer to choose one product over all other possible choices is not easy. And at such times, the backing of a powerful corporate name can make a decisive difference. This is most apparent when a company brings out a new product.

"We feature the Nestlé name very prominently on all chocolate products, and find it an enormous plus in getting product acceptance," William Schlabach, Nestlé advertising and sales promotion supervisor, told DESIGN SENSE. "We have just brought out new filled chocolate bars and they are being accepted very quickly because people are willing to try a Nestlé product."

"The economics of the chocolate bar business don't allow for very much advertising support," he added, "but our traditionally strong campaigns for other chocolate products have tremendously bolstered the chocolate image of the Nestlé name, and this benefit carries over to the other items in the line, particularly the new ones."

Since novelty items and new products are essential to the chocolate and candy industry, corporate endorsement is common in this business.

But it isn't only new products which benefit importantly from the endorsement of a respected and recognized corporate name. Existing products too reinforce each other through the link of the endorsement.

The Borden Company has had frequent proof of the strong feedback from one Borden product to another, albeit all in the food area.

In 1957, the company ran a special twin promotion and contest for naming the twin offspring of its trademark, Elsie, the Cow, to encourage purchase of two Borden products. The contest pulled a record of 2,963,103 entries.

Today, between 3.5 and 3.8 billion packages are sold under the Borden name, and more than two billion of these have the Elsie trademark. Yet, despite such overwhelming votes of confidence, one officer of the Borden Company who has been a long-time vociferous champion of corporate endorsement, told DESIGN SENSE:

"Even our great success with Elsie as a trademark and Borden as a communicative name doesn't make me feel confident that we should go the endorsement route always and with every single product. There are too many qualifying factors in every marketing situation."

A schizoid view? Not at all. Many companies have found their answer to the endorsement question in flexibility. Thus even P&G, which is usually cited as the classical example of a corporation which believes in brand autonomy, has found that its well-respected and powerful name can be an important prop for helping new products out of the cradle.

And who can say that a continuing policy of endorsement might not produce even more spectacular success for the soap giant?

However, endorsement alone is not enough to guarantee product success in today's competitive climate. Some pages out of General Foods history illustrate how complex these endorsement questions can be, and how easily marketing men can be misled into drawing false conclusions.

A few years ago, General Foods brought out a high-priced gourmet food line and gave it the endorsement of the well-known General Foods name. The line did not sell. Almost immediately, the second-guessers pounced on the corpse with this epitaph: "General Foods endorsed the gourmet line and it failed. Therefore, General Foods endorsement is no good."

Obviously many factors contribute to the success or failure of a product beyond the parent company's endorsement policy. In case of the General Foods gourmet line, the product concept may have been ahead of its time. Perhaps the food line was priced too high, or lacked distribution.

It is also possible that a high-priced gourmet food line may not have been the ideal product line for the General Foods name as a brand identification — particularly in view of the possible "mass" market implications of the corporate name.

On the other hand a recent new product by a major food company ran into real problems at the retail level. It was simply a poor product. The company became very concerned about possible negative playback and therefore interviewed consumers all over the country. To its surprise, it found that the company image was so firmly entrenched that people blamed their bad experience with the product on everyone but the manufacturer.

In any case, marketing men in most companies realize today that the question of endorsement is far more complex than a mere "to endorse or not to endorse." A vast number of factors must be considered. For example: What is the range of products to be endorsed? What is the nature of the corporate endorsement? What is the connotation of this endorsement? What are the corporate objectives?

Diversification: The significance of those questions comes into sharp focus for those companies which have grown through diversification mergers. And the profit squeeze in the Sixties indicates that mergers and product diversification will continue at a rapid pace.

Obviously such mergers pose more of a problem for companies with a well-integrated marketing policy and a successful history of corporate endorsement, than for the corporation which believes in brand autonomy.

Take the case of the Campbell Soup Company. Over the years, Campbell,

You too can measure the impact of endorsement. Just take this "do-it-yourself" test on these hypothetical new products and see what it means to you

A DO-IT-YOURSELF CONSUMER SURVEY ON THE IMPACT OF CORPORATE ENDORSEMENT

1A

2A

3A

1B

2B

3B

Easy Way: Show friends each pair of packages (1A and 1B, then 2A and 2B, then 3A and 3B). Simply ask about each pair: "Which of these two products will you be most interested in buying?"

1A_____ 1B_____ 2A_____ 2B_____ 3A_____ 3B_____

Hard Way: Show two matched groups of friends each row of packages. That is, the first group sees 1A, 2A, 3A; the second group sees 1B, 2B, 3B. Ask each group to rate each package on the six point scale.

Group I	1A	2A	3A
Positively will buy			
Quite certainly will buy			
Fairly sure will buy			
Possibly may buy			
Not likely to buy			
Positively will not buy			

Group II	1B	2B	3B
Positively will buy			
Quite certainly will buy			
Fairly sure will buy			
Possibly may buy			
Not likely to buy			
Positively will not buy			

like General Electric, had been using the corporate name as a brand name. More recently, the firm had also developed a "Campbell Quality" endorsement. Both this name and endorsement policy became the core of an unresolved debate within the company when Campbell acquired a number of well-established and respected food lines with their own image and identity — the latter in some ways at variance with Campbell's own excellent reputation.

Within the company there are those who feel that the "Campbell Quality" endorsement would be mutually beneficial. Accordingly, Campbell recently launched a limited consumer magazine campaign putting virtually all of its products under that label.

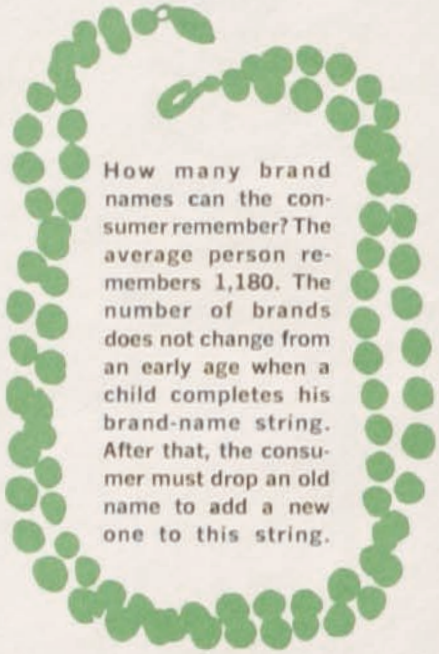
There are, however, other marketing men who raise some pointed questions:

Can the "Campbell Quality" endorsement, with its existing soup and mass market connotations, effectively extend over a premium-priced, high-quality bakery food line such as Pepperidge Farm products? And would this use of the Campbell name dilute its strength and value with the Campbell soup line?

There are no pat answers to such questions. Ultimately only skilled consumer research coupled with marketing experience can provide useful guidelines.

Even when a line of products is related, a company may find it advisable to vary the intensity of its endorsement. Kraft, for example, does just that, depending upon the suitability of the Kraft association to the particular product. (The Kraft name itself is, of course, a brand identification for a broad line of consumer products marketed by the National Dairy Products Corporation, which also owns Sealtest.)

When Kraft introduced a straight cheddar cheese, for instance, the firm made its endorsement decision based upon the finding that the Kraft name is associated with processed cheeses. Therefore, it gave the new cheddar its own brand name — Crackerbarrel, indicating and connoting the aging process and qualities intrinsic in the product. (Perhaps also to remove it from a "processed" cheese image.) But all packaging and promotion also carried a prominent endorsement, "Crackerbarrel by Kraft." The same approach is used for Miracle Whip by Kraft, Miracle Margarine by Kraft, and on other non-cheese products.


How many brand names can the consumer remember? The average person remembers 1,180. The number of brands does not change from an early age when a child completes his brand-name string. After that, the consumer must drop an old name to add a new one to this string.

Communications: Through this endorsement policy, every time that the Kraft name is mentioned on the high-cost Kraft Theater on television, in expensive four-color magazine advertising, or for that matter, in a small-space newspaper insert for an individual Kraft brand, the advertisement sells every single product sold under that brand name or endorsed by Kraft.

The dollar-and-cents value of this approach to marketing was brought home at a recent gathering of businessmen, when Robert Piggott, director of advertising for the Pet Milk Company, stated:

"We would have to buy an advertisement in *Reader's Digest* every month for seven years in order to equal the number of consumer impressions which the Pet Milk name makes on packages on the shelf in one year."

Robert Piggott's figures were based on the modest assumption that each unit sale of a Pet product represents only one consumer impression a year for the Pet Milk name.

Considering the enormous cost of buying consumer impressions through advertising media, it becomes apparent that the corporate endorsement on product packaging has measurable value for the parent company as well as for its offspring. Such frequent and direct contact with the consumer can further strengthen the impact of the corporate name and make it an even more powerful endorsement of its products in the future.

Procter & Gamble, which spends in excess of $125 million a year in advertising, might not have to worry about this particular advantage of corporate endorsement. But how many multi-product advertisers can afford to put $10 to $15 million in advertising behind each brand?

When a corporation is faced with the question of endorsing or not endorsing its products, L&M recommends that it take the following steps before reaching a conclusion:

1. Examine the long-range marketing plans of the corporation in terms of product diversification and new product introduction.
2. Allow adequate time for a diversity of consumer research in order to base your judgement on up-to-date marketing facts.
3. Research both the product image and the corporate image to make sure that the long-range objectives of both are compatible.
4. Examine and weigh all possible areas of conflict and confusion both in terms of the relationship between products, and between products and the corporation.

porate image is often as much an emotional feeling as it is a rational conclusion. And both rational thinking and emotion, whether the latter is deep-seated or superficial, will come into play the moment that the corporation makes contact with the public.

Some who attack the corporate image maintain that this image cannot be changed or systematically shaped. Anyhow, they say, it's not what you look like but what you do that will affect the people you sell or deal with.

This quixotic viewpoint is about as far removed from the realities of human psychology as you can get. It may even be a somewhat romantic vision of business and people and the world itself. Indeed, it might be noble if people guessed each other's intrinsic worth intuitively. But what do they use as signposts? Do they not go by their reaction to each other's appearance — from types of clothes to degrees of grooming to apparent age? Are their reactions not formed by what they say to each other? And, unquestionably, they are further guided by each other's actions.

Certainly there is nothing different about the way people garner impressions about each other and the way they form an opinion about a corporation: *They judge from what they see and hear.*

Now it is entirely possible that a down-at-the-heels female with straggly hair and spotted old clothes might have a heart of gold and a disposition to delight a home-loving man at the breakfast table. But how many men would stay around long enough to discover these buried qualities? Of course, for the man who does overcome the appearance, the woman's qualities and actions will become part of her overall image.

The comparison may be odious, yet it applies to the corporation to an even greater extent than it does to individuals. The reason: Corporations, by sheer virtue of doing business, communicate automatically, for better or for worse, with millions of people, sowing impressions — favorable or not — during every part of the day.

When a vacationing family passes a milk truck on the highway, the woman notices quickly enough whether the truck is clean and hygienic in appearance. If it looks clean, and also carries the name of the company from which she buys, her confidence in the firm's products will be reinforced.

However, if they then pass by an evil-smelling, smoke-covered old building, which bears the name of the bakery whose bread and rolls she normally buys, the same woman may have some second thoughts about doing business with that company.

Obviously, consumer decisions are not as simple nor as clear-cut as the two hypocryphal examples would indicate. Multiple factors go into the shaping of public opinion (see checklist on pages 8 and 9).

Indeed, an increasing number of top U.S. corporations are now acting on the

DOES YOUR CORPORATE LOOK REFLECT A POSITIVE, MEANINGFUL IMAGE?

PACKAGING

- Bottles
- Boxes & Crates
- Cans
- Cartons
- Closures
- Displays
- Drums
- Labels
- Stickers
- Tags

ADVERTISING & PROMOTION

- Booklets & Brochures
- Catalogues
- Giveaways & Gimmicks
- Magazines (Consumer)
- Magazines (Trade & Business)
- Merchandising Aids
- Newspapers
- Posters
- Research Reports
- Television

CORPORATE STATEMENT

- Annual Report
- Employee Booklets
- House Organs
- Legal Documents
- Notices and Bulletins

STATIONERY & FORMS

- Branch Office
  - Letterheads/ Envelopes
  - Calling Cards
- Divisional
  - Letterheads/ Envelopes
- Executive Office
  - Letterheads/ Envelopes
- Invoices and Statements
- Order Forms
- Press Release Forms
- Report Forms

knowledge that their corporate name in itself carries an important message about their business and activities. In a recent analysis and classification study, Lippincott & Margulies, Inc., found that 133 companies listed on the New York Stock Exchange changed their corporate name between 1956 and 1961. The majority of these corporations made this change in order to find a name which they felt would better and more clearly identify the corporation. (For details of this study, see "Corporate Name Change: How and Why" in DESIGN SENSE 26.)

Yes, but can you measure the impact of a name in actual consumer sales?

The Borden Company found that it could as long ago as 1939. At that time, the firm had launched its first major national advertising effort. But in the Midwest alone, over 70 individual milk operations bought by Borden in the Twenties were still operating independently — each under its own name.

Borden Company Director of Public Relations, Milton Fairman, felt that this use of unrelated names, brands, truck and plant signs virtually neutralized, if not destroyed, the benefits of the national advertising campaign. At the time, Fairman tried to persuade the managers to abandon their proud old family names in favor of the publicized and advertised Borden name. "You'll lose only a handful of sales in the beginning," he said as a clincher.

When the first manager decided to try the name change, and immediately saw a jump in sales instead of a loss, Fairman's missionary job became much easier.

From corporate name to the appearance of packaging, stationery, plants and signs — and, of course, to the behavior of its employees — the corporation helps to shape its image.

"We don't care what term is used — be it corporate image or reputation or any other word which may be the buzz word of the times. But we do know that the way people feel about us is enormously important to our entire way of doing business," says a top marketing man from Con Edison.

"There are many reasons. A consumer, for instance, is less likely to resent a high bill for electricity if he feels that the service has been good, and if he is made to understand that the increased cost may be due to his increased use."

Indeed, communications are at the basis of all business activities. To the extent that a corporation manages its communications systems successfully, to that extent will it be able to influence public opinion. Obviously, some of the ways that a corporation projects itself to its public outweighs others in influencing the corporate image. But when these impressions are favorable and reinforce each other to form a consistent and over-all good opinion of the corporation, the result may be measurable in volume of sales, acceptance of new products and services and favorable recognition in the financial community.

THIS IS A CHECKLIST TO GUARD YOU AGAINST COMMUNICATIONS CHAOS

SIGNAGE

- Doors — Internal
- Office Entrance
- Plant Entrance
- Plant Identifying — External
- Showroom and/or Retail Outlets

BUILDINGS & EQUIPMENT (STATIONARY)

- Machinery and Production Equipment
- Office Decor and Furnishings
- Offices — External Appearance
- Plants — External Appearance
- Retail Outlets — External Appearance
- Showroom Decor and Bulletins

TRANSPORTATION

- Trucks
- Company Cars
- Freight & Tank Cars
- Company Air Craft
- Material Handling Equipment
- Ships

PRODUCT IDENTIFICATION

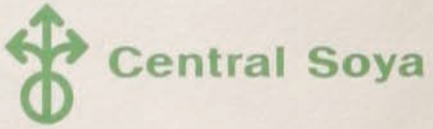
- Concept of Product
- Overall Design
- Product Name or Identification
- Corporate Name or Identification

HOW THREE COMPANIES SHAPED A NEW IMAGE

Armco, like many industry leaders in the post-War period, had been growing through mergers. This growth was accompanied by inconsistencies in appearance and nomenclature, which were particularly pronounced in the vital field of advertising. Indeed, advertising was handled by each individual unit, and each unit or division handled it in a different way. Therefore, the steel giant, which employs over 40,000 men in steel plants, mines, quarries and manufacturing plants throughout the world, did not accurately project either its size and scope of activities or, for that matter, its progressive techniques and the high quality of its products. With competition stiffening domestically and internationally, management felt the need to give major attention to the corporation's visual identity as part of its public relations and marketing program. Therefore, in 1960, Armco management called in Lippincott & Margulies, Inc. L&M conducted interviews with steel purchasers, visited subsidiaries and divisions, and made its evaluation of the company's visual communication. The result: L&M found that the company had a substantial equity in the trademark it had used since 1914. But in its existing form it lacked impact and readability. Working with R. A. Dadisman, Armco director of market development, and Hugh W. Wright, Armco assistant vice president (corporate relations), L&M developed a new signature, new nomenclature system and a total program for corporate communications.

Stix, Baer & Fuller needed to reinforce its image as the fashion leader department store in St. Louis. Its promotional material, truck signage, advertising and even its various branch store signs lacked consistency and memorability. Lippincott & Margulies, Inc., was engaged to develop a oneness for the retail operation, and its three stores: Downtown, in the center of the business and commercial area; Westroads, in the high-income suburbs; and River Roads, in the booming and expanding north area. L&M interviewed hundreds of women shoppers, made several surveys, to determine the reputation of Stix, Baer & Fuller and the principal competitors. The research-in-depth revealed many pluses. The store's existing image and the favorable comments about it were then used as guidelines for the development of the "visual image" for Stix, Baer & Fuller. In Spring 1962, the store began announcing its new corporate look in dramatic fashion, with extensive radio, television and newspaper advertising, telling about or showing the new mark and what it represents. This mark today appears in department areas throughout all three stores, on delivery trucks, on all printed matter that carries the store name, and on the store merchandise. This approach, Stix, Baer & Fuller feels, will help convey to shoppers that it is maintaining its lead as the pacesetting store in St. Louis. The new corporate communications program does reinforce the store's image as the fashion leader department store in the city, the modern, progressive store.

Central Soya, world's largest processor of soybeans with annual sales over $280 million, had grown so rapidly into new markets, that management was concerned about inconsistencies in the over-all company look and communications. Its major divisions — Chemurgy, McMillen Feed, Grain and Processing — are all concerned with the ultimate production of more and better foods, and, in recent years, the company had used the word "Foodpower" to describe its operation. But, each division had its own logotypes, unrelated to the parent company. Each division had autonomy over its corporate look and communications. Central Soya management felt that the corporation needed a stronger statement to reach new customers, investors, suppliers, shareholders, plant communities and employees. Lippincott & Margulies, Inc. first developed a new nomenclature system, shortening the communicative name from Central Soya Company, Inc. to just Central Soya, because the shortened name was more unique and had more impact. L&M then linked the divisions to the new corporate name, created a new mark symbolizing growth and worldwide interests, and developed a meaningful, effective new signature for the entire corporation. In addition, the brand mark for McMillen feeds was modernized. Central Soya's new look is seen in all advertising signatures of the parent company and its divisions; on building signs; trucks; rail hopper cars; packages; letterheads, envelopes and other business forms; tags and labels.



WHY JOHNSON'S WAX HAS CHANGED ITS MIND

This month Klear floor wax, a competitor of Glo-Coat floor wax, will receive the endorsement of the Johnson's Wax name and trademark on its packaging. Until this time, Klear has been forced to battle in the marketplace under its own brand name alone.

However, this current decision to endorse Klear with the Johnson's Wax name does not change two basic facts:

- Both Klear and Glo-Coat have been from birth a part of the Johnson's Wax family of over 40 household and industrial products.
- Both Klear and Glo-Coat will continue to compete for consumers and for share-of-the-market.

Why then will Klear receive the stamp and endorsement that links it unmistakably to the parent company and to its own competitor?

Why will the corporate identification program, developed for Johnson's Wax by Lippincott & Margulies, Inc. in 1957, now be extended over the only remaining product in the Johnson's Wax line that had stood on its brand name alone?

The answer to these questions stems from the company's marketing philosophy, since it dictates a company's policy concerning corporate endorsement.

The case history of Johnson's Wax evolution from the "P&G approach" to its present marketing philosophy over the past five-year period is an outstanding example of a giant corporation's successful experience with a major corporate identity program.

Here's what Douglas L. Smith, Johnson's Wax advertising and merchandising director says about the company's name and trademark and its impact upon consumers today, five years after the C.I. program was initiated:

"It has undoubtedly been effective as a name and symbol for our company. The reasons for the success may be twofold: First of all, the entire nomenclature and visual device work together to project a modern image for the company and its products. They give immediate consumer recognition in the marketplace, and enhance confidence in the whole line of products.

"Secondly, we have made very wide and consistent use of the name and mark, using it vertically throughout our manufacturing operation, and throughout our marketing process, advertising and promotion as well. Thus we have helped to enforce and reinforce every favorable impression the name and symbol have created."

The significance of an effective corporate endorsement program comes into focus in light of the continuously spiraling costs of advertising. These prohibitive promotion and advertising costs usually make it impossible for any manufacturer, other than perhaps a Procter & Gamble or General Motors, to put sufficiently high budgets behind all the multiple brands in their line of

products and have them stand on their own.

Thus Johnson's Wax television programs show a strong Johnson's Wax identification in all commercials, and various products are rotated in these time slots.

In the years prior to 1957, S. C. Johnson & Son, Inc. was known by a variety of names. These included "Johnson's," "S. C. Johnson," and "Johnson's Wax," among others. The firm also had a variety of trademarks, ranging from a representation of the famous Frank Lloyd Wright glass tower in Racine, to the Carnauba Palm and a variety of other marks that companies all somehow or other manage to assemble during their lifetime.

When L&M was called in to develop a corporate identity program, one of the first problems to be resolved was the choice of a communicative name. Should it be S. C. Johnson, Johnson's, or Johnson's Wax?

Douglas L. Smith, Johnson's Wax director of advertising, measures the impact of endorsement in marketing economies

L&M undertook a study to determine how some of the company's publics referred to the company and found that over 90% of the firm's own salesmen referred to themselves as coming from "Johnson's Wax." The research had also revealed a strong equity in the minds of consumers who, since the days of Fibber McGee and Molly, had referred to this company's products as "Johnson's Wax," the way people refer favorably to Pepsi Cola as "Pepsi," and Coca Cola as "Coke."

When these findings were brought to the attention of S. C. Johnson management, all doubts were dispelled when Board Chairman H. F. Johnson, to test the theory, called his company's switchboard only to hear the operator answer, "Johnson's Wax."

Additional research probed whether the "wax" name could have any adverse effects on a line of products many of which contain no wax. The findings, however, proved that the strong equity in the name was the predominantly important factor upon which a strong identity program could be built.

In fall 1957, L&M made a recommendation for a five-point corporate identity policy for the S. C. Johnson Company:

1. Give as much Johnson's Wax support to your products as you can.
2. Use the trade name "Johnson's" wherever you legally can.
3. Use a consistent signature phrase, on all non-wax products to increase association with "Johnson's Wax," even if you can use only the trade name "Johnson's."
4. Increase family identity in packaging of products where you cannot use the trade name "Johnson's."
5. Adopt a new visual symbol to be carried on all of your packaging and advertising, as well as promotion.

L&M's marketing team worked closely on this project with H. F. Johnson, chairman of the board; Howard Packard, president; Sam Johnson, international vice president and head of the International Division; Ray Carlson, vice president of marketing; the late Bill Connolly, vice president of public relations; and, Douglas L. Smith, advertising and merchandising director, who headed the committee on trademarks.

The L&M design team created hundreds of different designs.

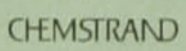
The symbol chosen was then carried over to all Johnson's Wax products, into all of the company and product advertising. It appeared as a television signboard and on trucks, on letterheads and on the smallest printed article.

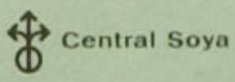
Indeed, it was used on all products with the exception of Klear. Klear was bypassed in the belief then held that a competitive product of Glo-Coat should be devoid of corporate identification and endorsement.

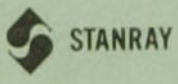
During the past five years, Klear has competed successfully in the marketplace despite the intensive battles among floor waxes during that period. However, today, Johnson's Wax feels that the product can gain still greater recognition and a larger share of its market without hurting Glo-Coat's well-established sales pattern, if Klear too can enjoy the endorsement of a well-known parent company name.

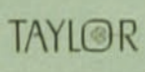
This month, L&M's original recommendation was followed as Klear moved under the corporate umbrella.

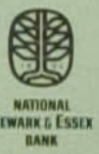
The company has found that its advertising and communications dollars are spent more effectively today than ever before because the public has learned to recognize and accept to a far greater degree than before the name and symbol and reputation of Johnson's Wax. Today, Howard Packard, Johnson's president, keeps a watchful eye to make sure that the symbol appears on all company advertising and communications.

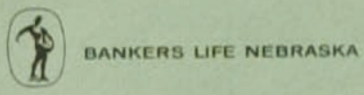


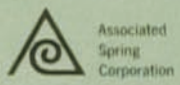




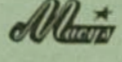








L&M-created corporate communications systems have aided companies in most major American, international industries



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